Army Intelligence Community Defense Civilian Intelligence Personnel System (DCIPS) Senior Leadership Kickoff

24 October 2008

DCIPS
DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM

DCIPS: In a Nutshell

DCIPS is a Title 10 Excepted Service civilian human resource system that incorporates all DoD civilians within the Intelligence Community under a single, performance-based, mission-focused management and administration system that furthers the goals of both DoD and ODNI

DCIPS: Authorities and Background

- DCIPS legislation was passed in October 1996 and provides SECDEF the authority to establish a separate personnel system to meet the unique needs of the Defense Intelligence Community
- Title 10, United States Code (1601-1614) provides authorities for DCIPS to hire, develop, and retain a diverse, versatile, and highly qualified workforce to perform both the Defense and National Intelligence missions
- DCIPS will deliver a common competitive, pay-for-performance personnel system for all DoD Intelligence Components
- DCIPS is being developed in coordination with DoD's National Security Personnel System (NSPS) and ODNI's Pay Modernization efforts.
- Alignment Challenge – DCIPS must consider the requirements of the Combat Support Agencies, the Services and smaller activities.

DCIPS Overview
Why Change?

DCIPS
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- DCIPS incorporates all DoD civilians within the Intelligence Community under a single, performance-based, pay banded mission focused management system that furthers the goals of both the ODNI and DoD
  - Established by the Defense Civilian Intelligence Personnel Policy Act of
  - 1996 (part of FY2007 National Defense Authorization Act)
  - Management driven system; not simply an HR system
  - Strengthens our ability to face the ever-changing demands placed on the
  - Intelligence Community
  - Appropriately recognizes and rewards our employees' performance and contributions to the mission versus longevity
  - Provides tools to attract and retain talented high-quality employees

- Parallel transformation to DoD's NSPS

- DNI 500 Day Plan – Focus Area 1 – Create a Culture of Collaboration = Complete Design, Begin Deployment of an IC Performance-Based Pay System

- Within the Military Departments - Evolution of the Civilian Intelligence Personnel Management System (CIPMS) which is a grade banded system

DCIPS: Structure

DCIPS touches on all Intelligence Human Capital Management Program areas:

- Performance Management
- Occupational Structure
- Compensation and Pay Banding
- Employment and Placement
- Awards & Recognition
- Benefits & Entitlements
- Employee Relations
- Training & Professional Development
- DISES/DISL – Alignment with Executive and Senior Professional Pay and Performance Management System
- Workforce Reshaping
- Program Evaluation

DCIPS Policy Status

as of 16 October 2008

DCIPS Volume	*Status*
Vol. 2001 – DCIPS Introduction*	***At WHS for pre-signature edit***
Vol. 2002 – DISES	***Draft – Pending USD(I) Decisions***
Vol. 2003 – DISL	***Draft – Pending USD(I) Decisions***
Vol. 2004 – Workforce Shaping (AIF)	***Pre-Coordination with OPM***
Vol. 2005 – Employment & Placement	***At WHS for pre-coordination edit***
Vol. 2006 – DCIPS Pay Administration*	***At WHS for pre-coordination edit***
Vol. 2007 – Occupational Structure*	***Formal Coordination; Suspense 4 Nov 08.***
Vol. 2008 – Awards	***Sent to CPPC on 29 Sep for review. Reformatting prior to pre-coordination with OGC and WHS***
Vol. 2009 – Employee Relations	***Sent to CPPC on 29 Sep for review. Reformatting prior to pre-coordination with OGC and WHS***
Vol. 2010 – Professional Development	***Draft***
Vol. 2011 – Performance M	***At WHS for reformatting & pre-signature edit***
V… …nance-Based	***Informal Coordination Complete; Pre-***

*** Indicates Interim Final Policy signed**

STATUS KEY:

1. Draft *– HCMO drafting*
2. Informal Coordination *– DCIPS portal/ WG comment*
3. Pre-Coordination *– With DoD OGC, CPMS, then WHS*
4. CPPC *– Review to ensure DoD coordination prior to SD 106 process*
5. Formal Coordination *– DoD Portal/SD 106 process*
6. Approved *– Signed by Dr. Chu (USD (P&R))*
On Hold *– Awaiting information/external action*
Pending *– Less critical to Implementation*

Core of DCIPS
Five Facets, Focused On Results

Performance Management - Alignment Matters

- Align work with mission and/or organizational goals
- Communicate and understand how employee contributions tie to mission and organizational goals
- Distinguish levels of performance so that those who are contributing are rewarded appropriately
- Results-driven performance plans address the What and How achievements will be accomplished

Occupational Alignment

- Common structure aligning the DoD Intelligence Community to facilitate agility, mobility, and information sharing

Conversion to Pay Bands

- Management flexibility to set and administer pay to meet the unique needs of the Intelligence Community

Performance-based Payouts

- Pay pool process directly links employee performance to total compensation

Program Evaluation

- Evaluation in the application of DCIPS authorities and the pay pool process outcomes to ensure the system accomplishes its goals

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Performance Management Cycle

Plan – Build a shared understanding of performance expectations

Reward – Recognize contributions that support the accomplishment of organizational goals

Monitor – Capitalize on strengths and address Areas for improvement

Rate – Highlight achievements

Develop – Identify opportunities to enhance knowledge, skills, and abilities

Performance Management: Objectives & Elements

Two Part Evaluation: Results Oriented and Mission Focused

- *Performance objectives measure WHAT the employee is expected to accomplish*
  - *Developed using SMART framework*
    - ✓ Specific
    - ✓ Measurable
    - ✓ Achievable
    - ✓ Realistic/Relevant
    - ✓ Time-Bound

- *Performance elements measure HOW the employee completes those objectives*
  - Six global attributes/behaviors for all employees
    - ✓ Accountability for Results
    - ✓ Communication
    - ✓ Critical Thinking
    - ✓ Engagement and Collaboration
    - ✓ Personal Leadership and Integrity/Leadership for Managers
    - ✓ Technical Expertise/Management Proficiency

Performance Management: Roles and Responsibilities

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Employee:
- Helps write objectives
- Tracks accomplishments
- Maintains continuous performance dialogue w/supervisor
- Understands link between objectives and mission

Rating Official:
- Executes process: performance and development plans, mid-point and final evals
- Helps write objectives linked to strategic goals
- Continues performance dialogue with employees
- Recognizes excellent performance
- Addresses poor performance

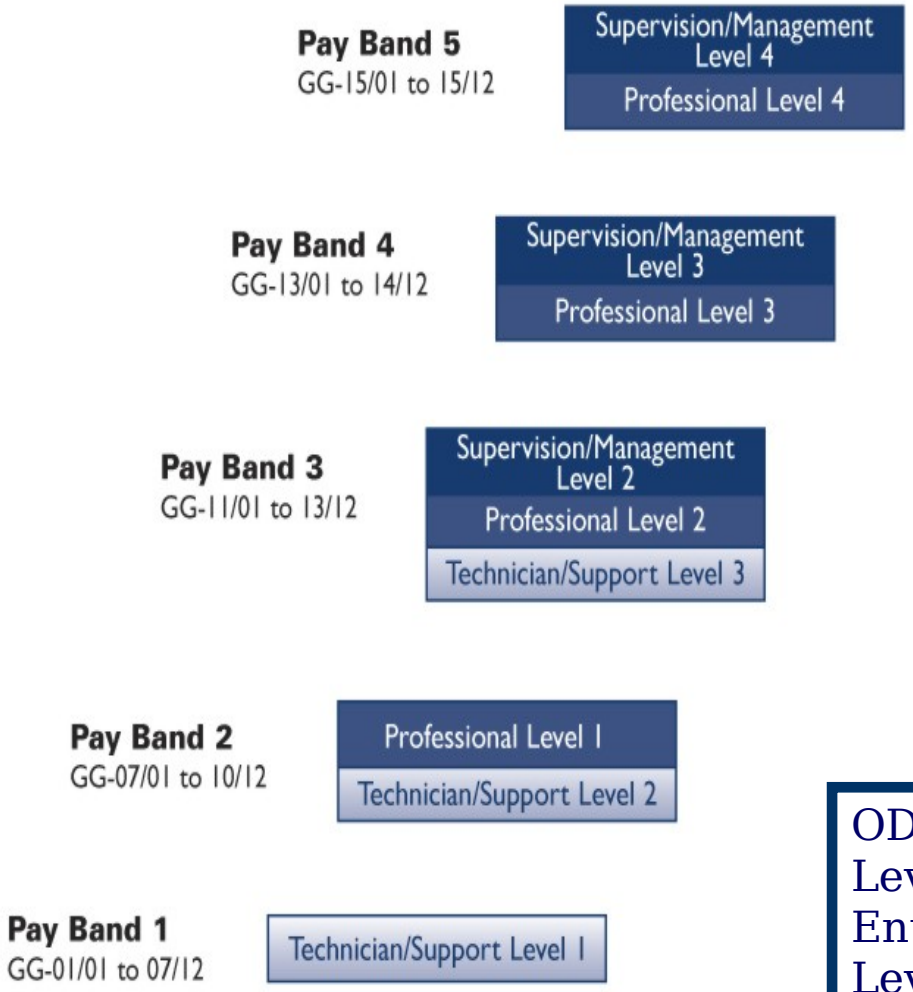
Reviewing Official:
- Oversees process to ensure it is fair, timely
- Ensures proper training
- Works with raters to normalize ratings
- Approves/adjusts Rating of Record before presentation

Performance Review Authority:
- Provides independent review of rating in reconsideration process
- Oversees

Performance Management: Process, Rating, Timelines

- Three Phases
  - Planning (create performance plan & IDP)
  - Monitoring/Developing (continual dialog/feedback, mid-point review)
  - Evaluation/Reward
- Rating of Record Based on a scale of 1-5
  - 5 - Outstanding (4.51 to 5.00)
  - 4 – Excellent (3.51 to 4.50)
  - 3 – Successful (2.51 to 3.50)
  - 2 – Minimally Successful (2.00 to 2.50)
  - 1 – Unacceptable (1.99 and below)
- Timeline
  - Rating period – 01 October to 30 September each year
  - Performance plans completed within 30 days of start of performance period
  - Final ratings to Pay Pools in November
  - Compensation pay-outs in January

Occupational Alignment and Conversion to Pay Bands



There is overlap between the GG structure and the DCIPS pay bands. The following assumptions are made:

GG-07 Technician/Administrative Support will convert into Pay Band 1

GG-07 Professional will convert into Pay Band 2

GG-13 Technician/Administrative Support will convert into Pay Band 3

GG-13 Professional Steps 1-2 will convert into Pay Band 3

GG-13 Professional Steps 3-12 will convert into Pay Band 4

ODNI Work Levels
Level 1 – Entry/Developmental
Level 2 – Full Performance
Level 3 – Senior
Level 4 -- Expert

Pay Pool Processes: Transparency is Critical

- **Pay Pool Structure**
  - Developed along organizational or occupational lines
- **Pay Pool Budget**
  - Funding derived from within-grade increases, portion of promotion/award funding, quality step increases, and general pay increase
    - *Locality pay will continue to be paid until DoD Intelligence Community transitions to a market-sensitive pay structure*
    - *Employees rated Successful and above initially guaranteed no less than general pay increase + locality; plan to move to market sensitive pay in the future*
- **Pay Pool Panels**
  - Determine employee basic pay increases, bonuses, or a combination of both, based upon level of performance, placement in the pay band, and available budget
- **Pay Pool Support**
  - Training and tools will be provided to support the process

Implementation Strategy: Responsibilities

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USD(I) HCMO	HQDA, ACOM, ASCCs, DRUs
Implementation guidance, to include tracking of implementation costs	Detailed implementation plan; financial tracking of all implementation expenditures
Overarching contract support vehicle	Dedicated implementation team and resources
Readiness Tool oversight, support	Readiness Tool Component status updates
DCPDS automation modifications	Component-specific automation needs
DoD IC-wide training and communication plan	Component-specific training and communication plan
Course development, train-trainers	Component trainers; workforce training
On-going implementation training	Sustainment training
Targeted communication products	Duplication; customized products (if needed)
Senior Leader Engagement	Cascading messages reinforcing commitment

DCIPS Readiness in Army IC

Army DCIPS Implementation is scheduled for July 2009

- Approximately 5K Army DCIPS employees across 46 Commands, ASCCs, and DRUs
- Each Command, ASCC and DRU were asked to identify a Transition Manager and Trainers
- USD(I) Human Capital Management Office developed a comprehensive training program for managers, supervisors, employees and HR professionals
- DCIPS training will be very similar in content and scope to NSPS training
- Training will focus on training results and outcomes
- Army G-2 is working with Army G-1 and CHRA to finalize the training strategy and delivery

G-2 Goal: Deliver all mandatory training to all employees, supervisors, managers (mil and civ) NLT May 09.

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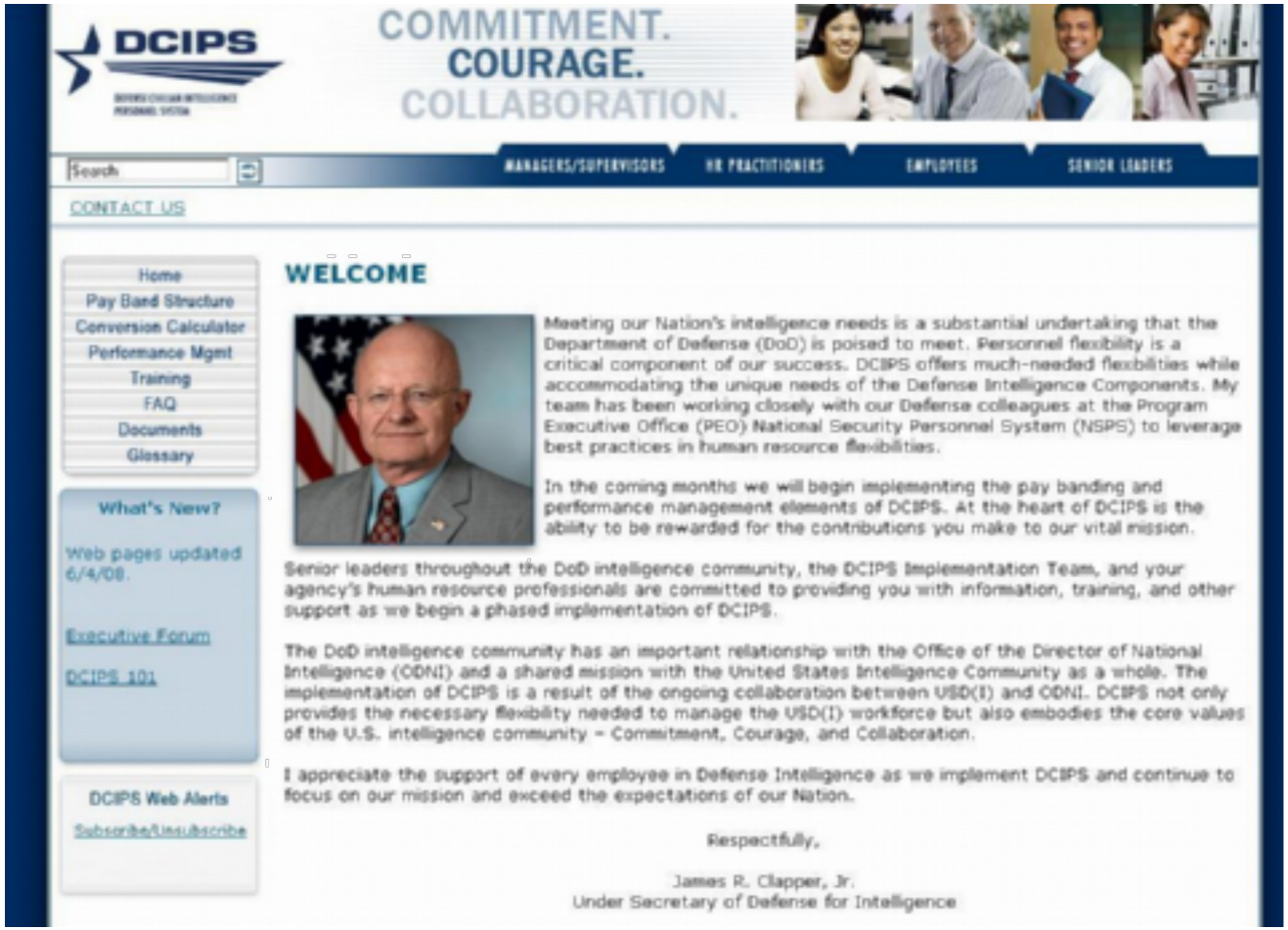
Army Implementation Time Line

- **July 2009** – Convert to the New DCIPS system
- **01 July 2009 through 30 September 2010** - Initial rating period for all Army DCIPS employees begin
- **19 July 2009** - Conversion to Pay Bands
- **01 July 2009 through 30 September 2009** - Performance Period for Mock used in Mock Pay Pool
- **October/November 2009** - Conduct Mock Pay Pool
- **November 2009 through August 2010** - Performance Review Authorities review results of mock evaluations and pay pool analysis and modify, implement internal guidance that aligns with Army and USDI implementing policy.
- **October 2010** - DCIPS employees receive first formal rating for period 01 July 2009 through 30 September 2010 (approximately 14 month rating cycle).
- **November 2010** - Formal pay pool.
- **January 2011** - First performance based pay out.

Milestones – Communicating the Conversion

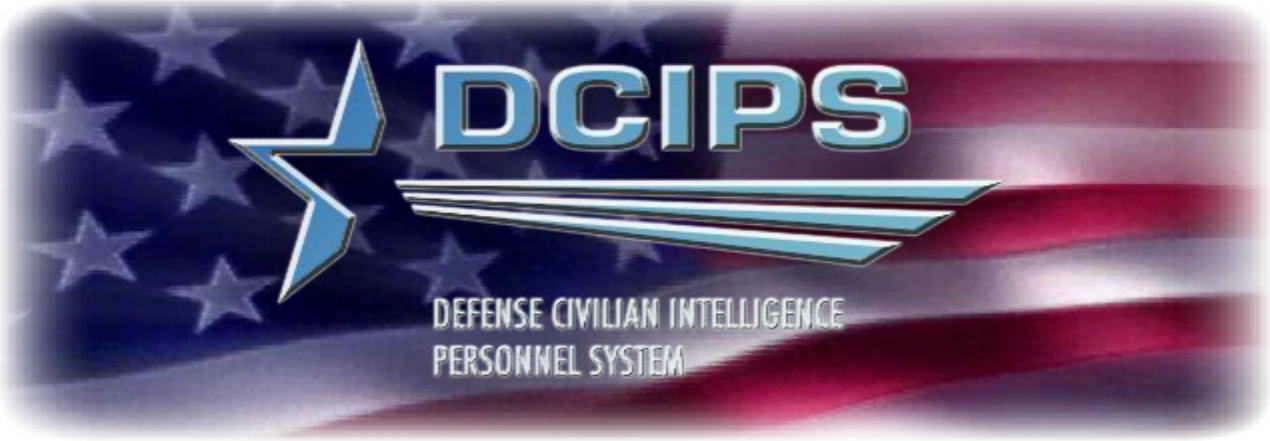
DCIPS Program Start-up & Assessment (Design pay for performance human capital workforce training & communications)	***Sep 07***
G-1, Civilian Policy Brief	***Feb 08***
ASA (M & RA) Brief	***Mar 08***
G-2 Director's Brief	***Mar 08***
AMC Senior Personnel Brief (GG-15 and Above)	***Apr 08***
INSCOM Senior Personnel Brief (GG-15 and Above)	***May 08***
IMCOM Senior Personnel Brief (GG-15 and Above)	***Jul 08***
AMCOM Senior Personnel Brief (GG-15 and Above)	***Jul 08***
FORSCOM Senior Personnel Brief (GG-15 and Above)	***Aug 08***
Army Intelligence DCIPS Senior Leadership Kickoff	***Oct 08***
Newsletters/Teleconferences/Organization Town Halls/VTCs	***Nov 08 – Mar 09***

USDI DCIPS Website
http://dcips.dtic.mil



Army DCIPS Website

ABOUT NEWS DOCUMENTS LINKS FAQ



NIPRnet: **http://www.dami.army.pentagon.mil/site/dcips/**
SIPRnet: **http://www.dami.army.smil.mil/site/dcips**
JWICS: **http://www.dami.ic.gov/site/dcips**

Milestones – Training for the Conversion

T3 - USD(I) Led Performance Management	*Mar 08*
T3 – Army Led Ft Huachcua CPAC Performance Management	*Jun 08*
T3 – USD(I) Led Core Elements/Human Resources Elements	*Jun/Jul 08*
T3 – Army Led Core Elements/Human Resources Elements (Ft Monroe)	*Aug 08*
T3 - USD(I) Led Pay Pool Training	*Jan 09*
Additional Training (working with G-1 and CHRA to develop a training strategy using NSPS as a model)	*Jan 09 – Jun 09*

Training Strategy:

Modular Course Design

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	HR	Employees	Managers/ Supervisors	Notes
DCIPS 101	✓	✓	✓	1 hour web course
HR Elements & Performance Management	✓	✓	✓	Employees – 1-2 days Mgrs/Sup – 2-3 days HR – 3-4 days
SMART Objectives Workshop	✓	✓	✓	2 hour workshop
Communication Workshop for Managers/Supervisors	✓		✓	2 hour workshop
iSuccess DCIPS	✓	✓	✓	1 hour web course
Pay Pool Overview	✓	✓	✓	1 hour web course
Pay Pool Management for Members and Advisors	✓		(If Pay Pool Members)	2.5 days (includes simulation exercise)
Pay Pool for Rating Officials and Employees	✓	✓	✓	2 or 4 hour workshop

Planned Implementation Activities (30 – 60 Days)

- Continue expanding the use of the DCIPS Readiness Assessment Tool Across Activities
- Continue DCIPS workforce communications
- Continue Army representation in USD(I) DCIPS Working Groups
- Deliver complete strategic implementation plan
- Begin DCIPS Town Halls/Road Shows across the Army
- Finish DCIPS Training Needs Analysis
- Finalize DCIPS Training Plan
- Begin Human Capital Data Cleanup

Conclusion

Keys to DCIPS Success

- Communication
  - Open dialogue between employees and supervisors
  - Share incrementally as information is known
    - Ask questions
- Training
  - Actively participate in core training
  - Allow time to gain knowledge and understanding
- Leadership Support
  - Maximize the potential of DCIPS as a management tool that links performance to mission through cascading objectives
  - Support visible, active involvement from all levels of leadership
- Support DCIPS Implementation
  - Contact the DCIPS Team
  - Model your personal commitment
  - Networking with one another as you move forward

Army G-2 stands ready to help each of you successfully implement DCIPS!

Give Us Your Feedback

Your feedback is critical to the success of DCIPS Implementation across Army. Please take time to consider the session today and the information that was shared. We want to know:

- What are your expectations now that you know more about DCIPS and the Army Intelligence implementation strategy?
- What are your concerns?
- What other questions do you have that may not have been answered yet?

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Pay for Performance Panel

UN CLASSIFIED - FOUO

National Geospatial-Intelligence Agency (NGA) Experience with Pay for Performance

Laura B. Snow

24 October 2008

Army DCIPS Conference

(301) 227-8800

Derived from:

Declassify on:

Purpose

- To provide Army Leaders a retrospective on NGA's 10-year experience with Pay for Performance
- To share lessons learned for conversion to the Defense Civilian Intelligence Personnel System (DCIPS)

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NICCP
NATIONAL INTELLIGENCE CIVILIAN COMPENSATION PROGRAM

A Brief History of Pay for Performance at NGA

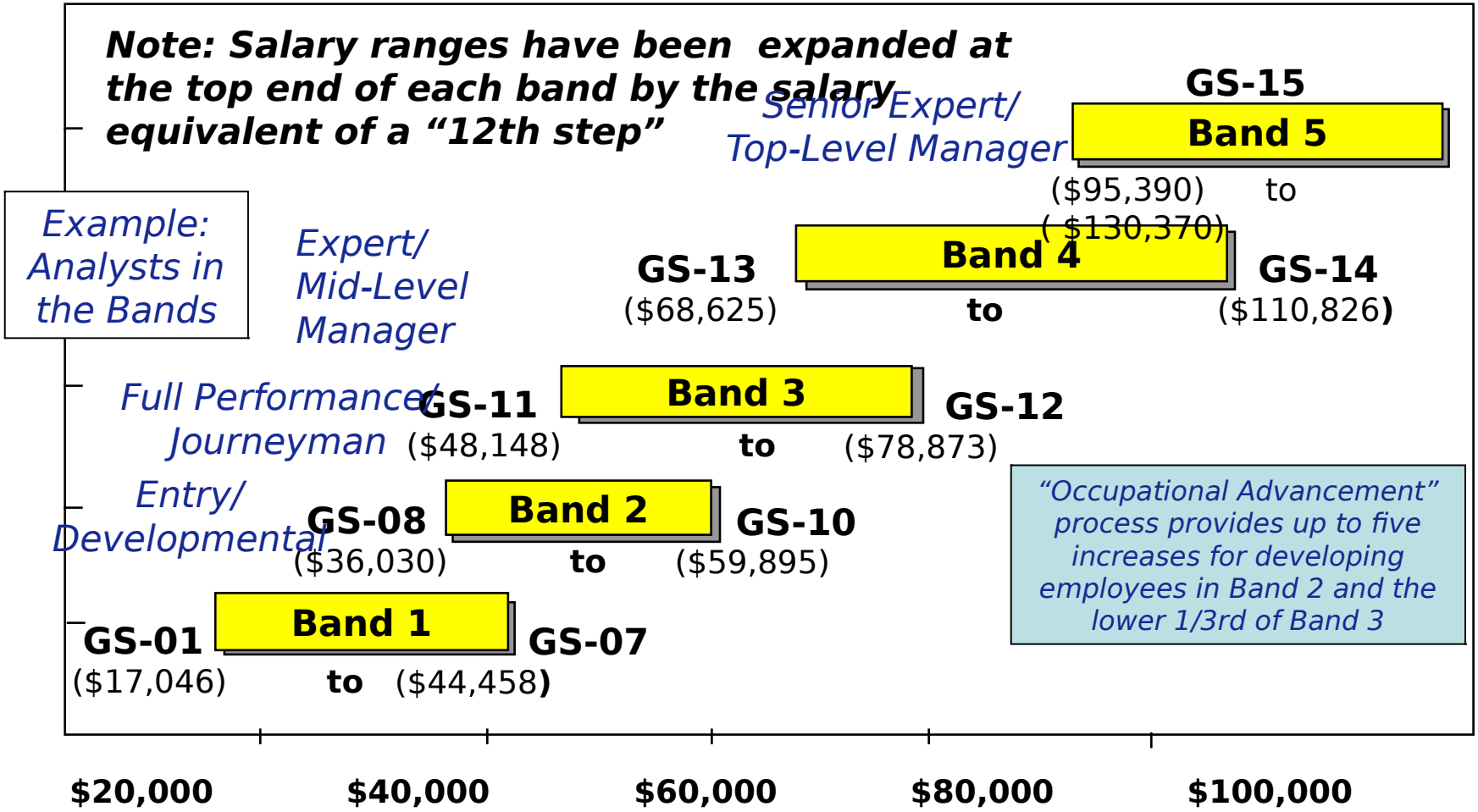
- NGA was formed from six predecessor organizations with disparate civilian personnel systems – October 1996
- Office of the Secretary of Defense granted authority for a 5-year pilot test of Pay for Performance – 1998
- Conversion to pay bands – November 1998
- First rating period – Oct 98 - Sep 99 (FY99)
- First performance pay-out – April 2000
- Completed ninth pay cycle – January 2008
- Conversion to Defense Civilian Intelligence Personnel System – October 2008
- Complete tenth & final pay cycle – January 2009

Why NGA Adopted Pay for Performance & Pay Bands

- To develop a single pay system to administer and consolidate many diverse elements
  - Multiple legacy personnel systems, with different performance management processes
  - 625 inherited occupational titles, condensed to 25 workroles
- To establish a broad-band structure to provide maximum flexibility to managers and employees
  - More flexibility in assignments and career progression
  - Expanded pay structure provides framework for performance pay
- To reinforce a performance-based culture
- To attract and retain top talent

NGA's pre-DCIPS Pay Band Structure

Salary ranges are based on 2008 basic salary rates (before locality added)



Basics of NGA's Pre-DCIPS Process

- Annual process to determine total pay compensation
  - Salary increases (with a focus on total pay)
  - Bonuses (distribution NTE 45% of workforce)
  - Promotions (optional*)

A spreadsheet facilitates this process, but Pay Pool Panel judgment is critical

- Pay pools are groupings of employees for performance pay purposes
- Panels and Boards (i.e., higher-level Panels) propose salary increases/ bonuses/ promotions
- Key Component (KC) and NGA review levels

* Promotions can be determined during the Pay Pool process and/or throughout the year through *ad hoc* vacancy announcements.

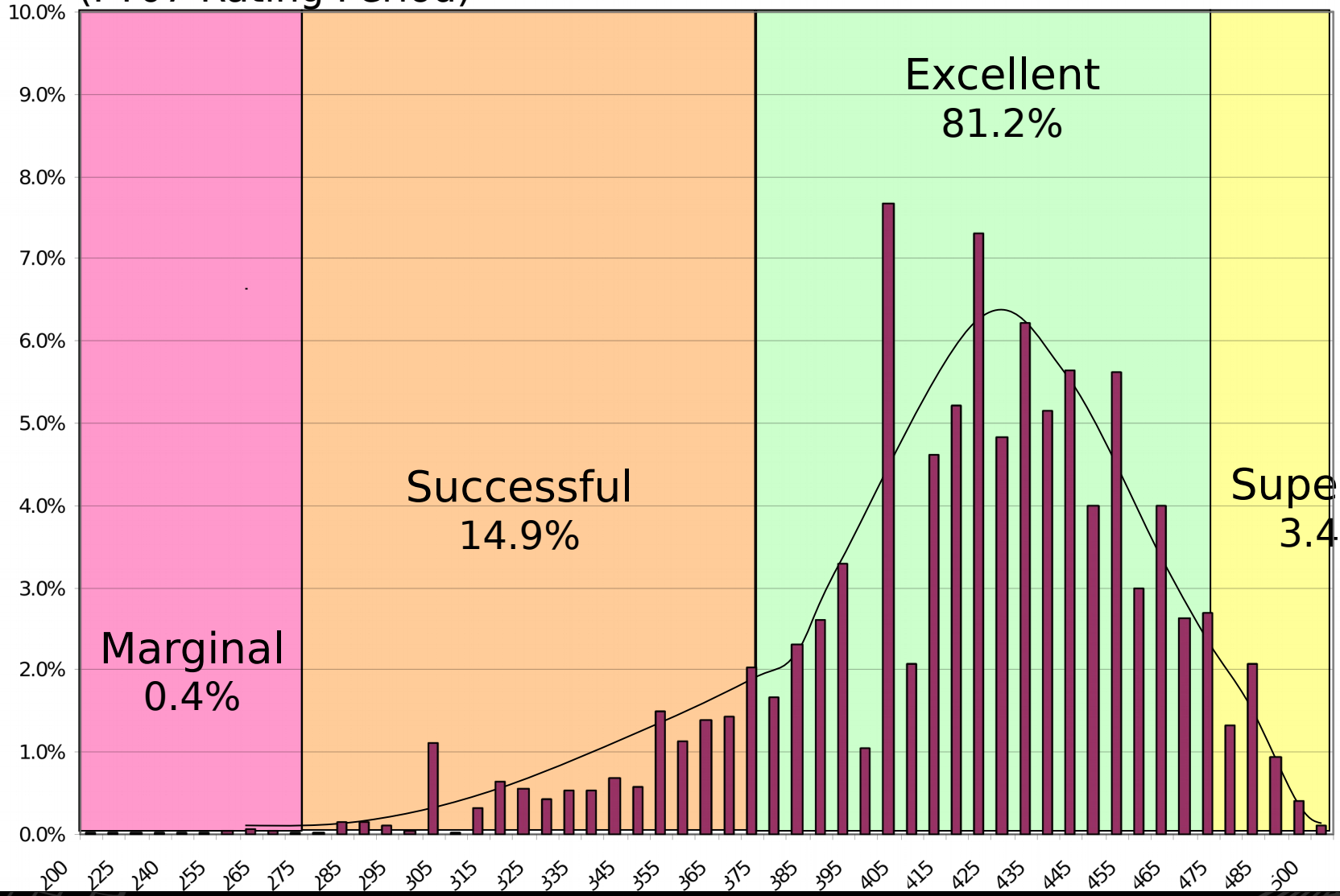
Overall NGA Trends, as of Jan. 2008

- Most results are very consistent from year to year

	FY08	FY07	FY06	FY05	FY04	FY03
Avg. Total Weighted Rating (TWR)	416	416	415	422	421	417
Average Salary Increase (~2.5%)	$1,920	$1,864	$1,810	$1,727	$1,687	$1,761
Average Bonus	$2,784	$2,679	$2,554	$2,570	$2,293	$1,763
Percent who Received Bonus	43.7%	43%	43.6%	42.1%	47%	46%

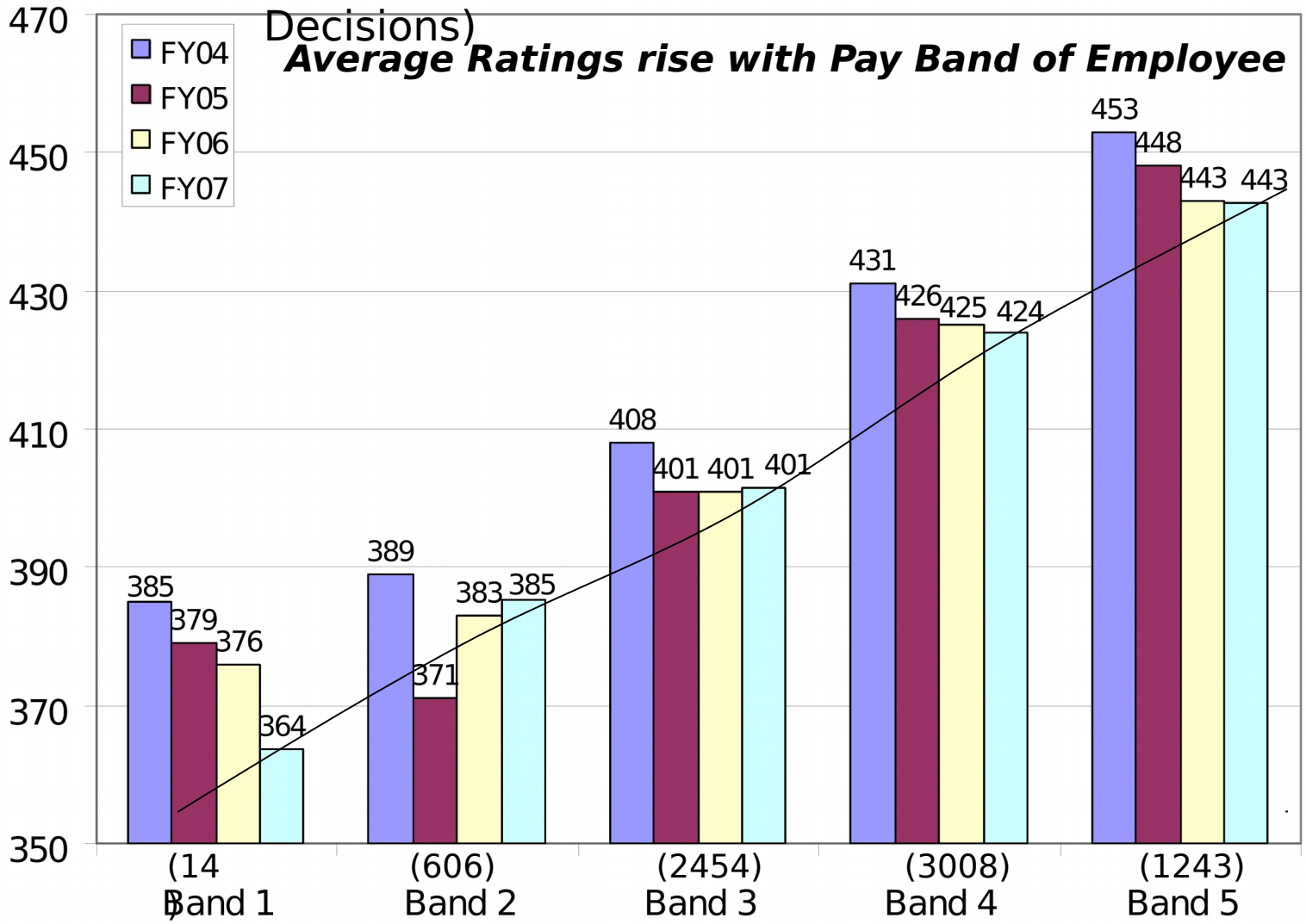
Array of Total Weighted Ratings

(FY07 Rating Period)



Total Weighted Rating by Band

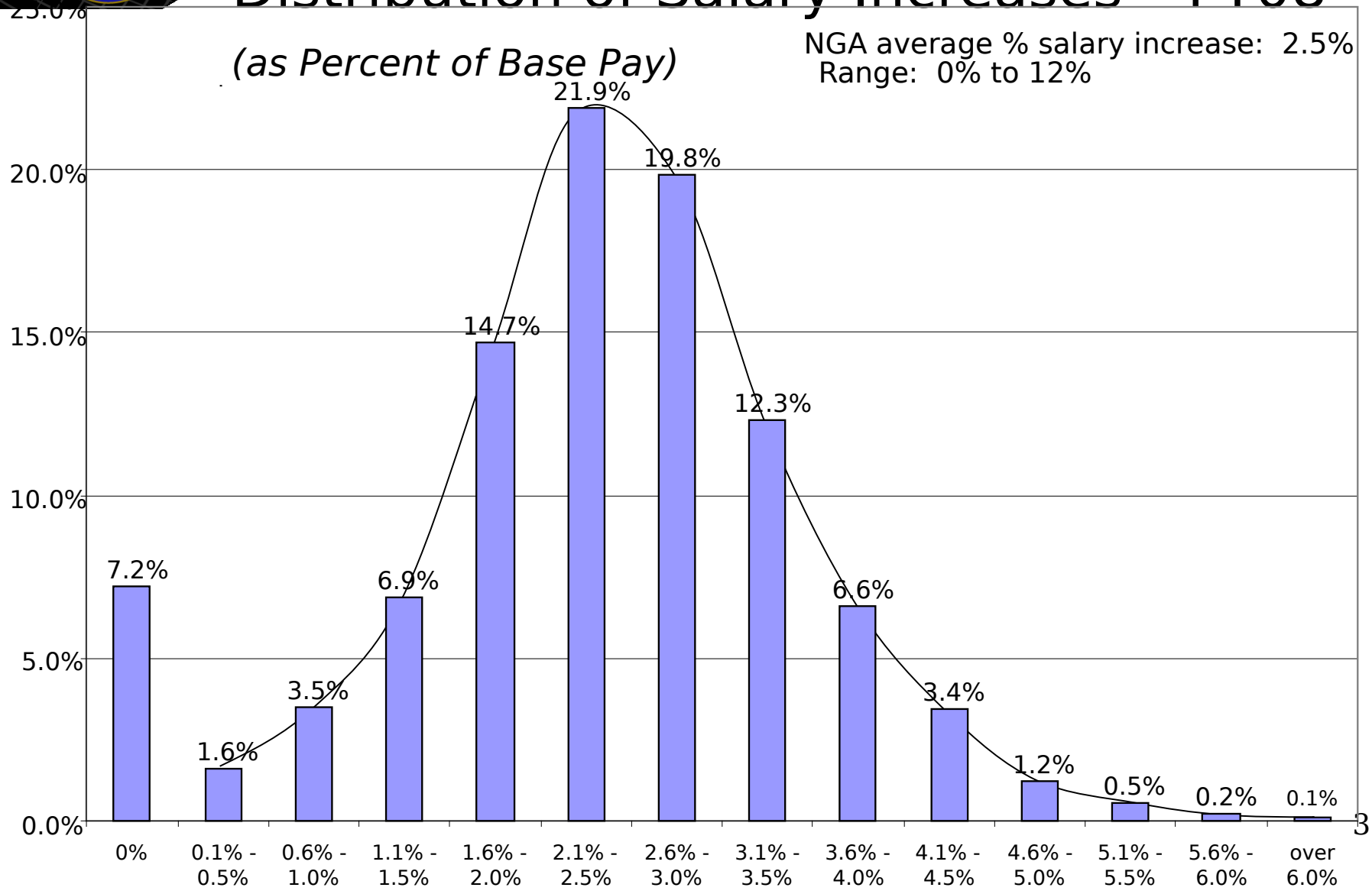
(Note: FY07 rating period used for FY08 TPC Decisions)



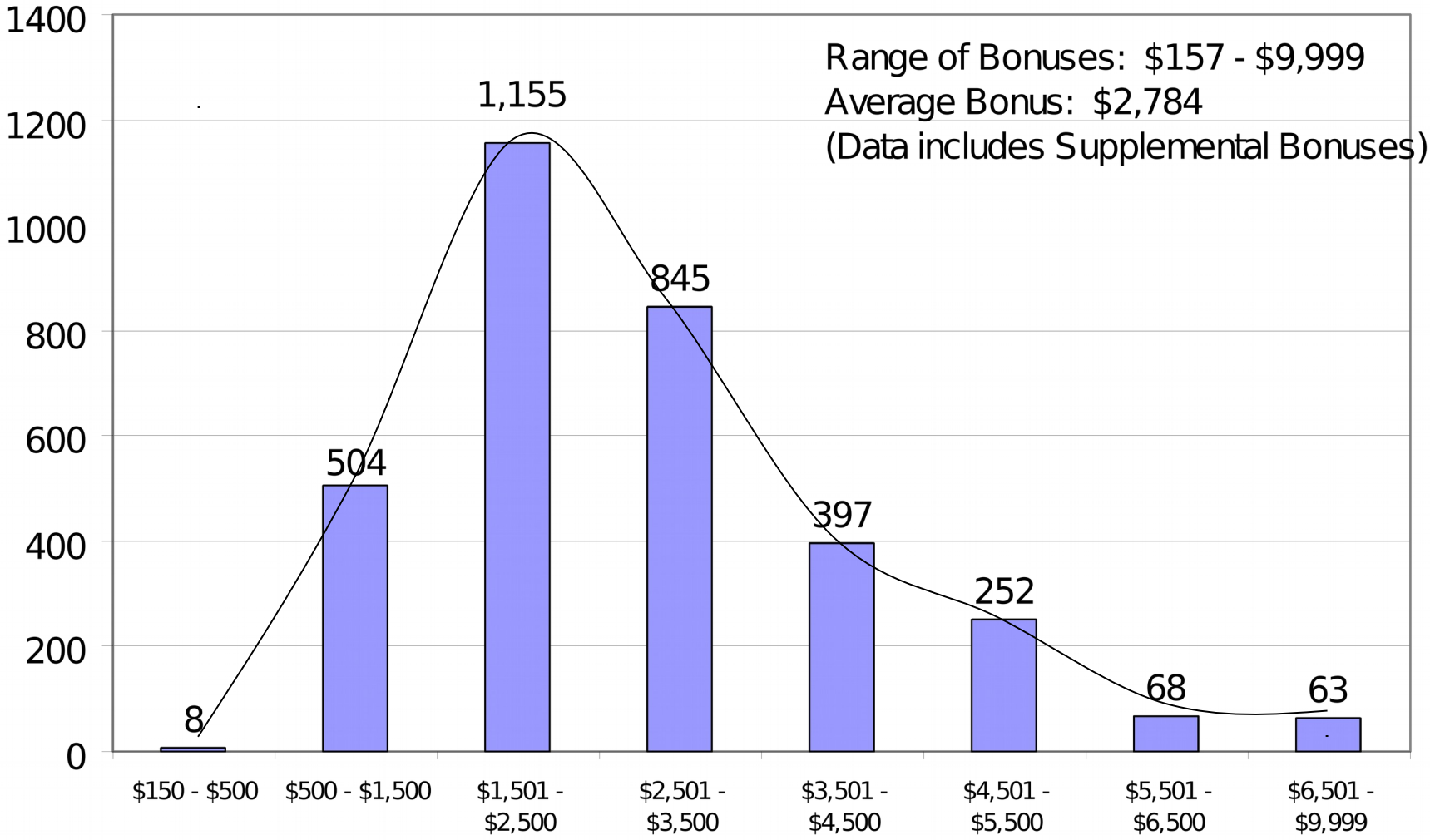
Distribution of Salary Increases – FY08

(as Percent of Base Pay)

NGA average % salary increase: 2.5%
Range: 0% to 12%



Range of Bonuses Awarded – FY08



Summary: NGA's Lessons Learned

- A single pay band structure can work
  - Even with a diverse workforce
- An effective performance management system is critical
  - Performance ratings must be consistent and must effectively differentiate work accomplishments
- Need to balance required changes vs. stability in the process
- Recognize the limitations of the budget
  - This is a long-term process to re-shape pay based on performance

Summary: NGA's Lessons Learned (cont'd)

- Establish reasonable expectations at the outset
  - Pay is at risk
  - Promotions are statistically rare events
- Cultural changes take time; acceptance will be mixed
  - Some employees fare better, others fare worse
- Communication and sustained top leadership support are critical to success

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NICCP
NATIONAL INTELLIGENCE CIVILIAN COMPENSATION PROGRAM

NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY

www.nga.mil

UNITED STATES OF AMERICA

Defense Intelligence Agency
DCIPS Conversion: Lessons Learned

Melissa G. Daston

Directorate for Human Capital

Major Milestones

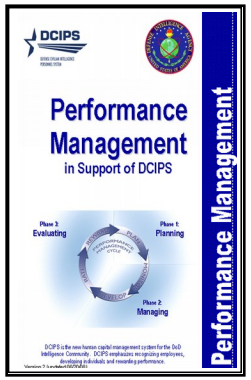
Directorate for Human Capital

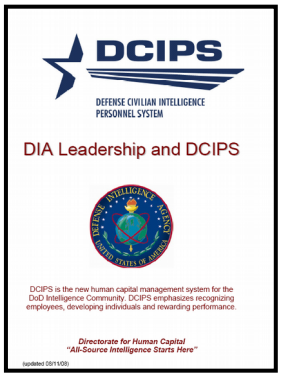
- New standardized position descriptions & competencies
- New performance management process
- Closed out old ratings and began new rating period
- New “SMART” performance objectives
- New policies, processes, and SOPs in multiple areas
- Modified human resources systems to support all changes
- Interim technical memos, supervisors handbooks
- Stood up DCIPS 1-800 Hotline desk
- On-going communications campaign
- Converted 10,000 civilians to DCIPS pay bands

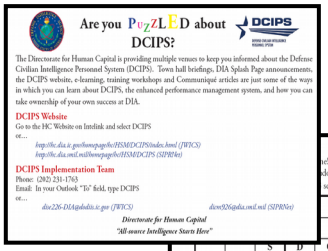
DIA's Lessons Learned

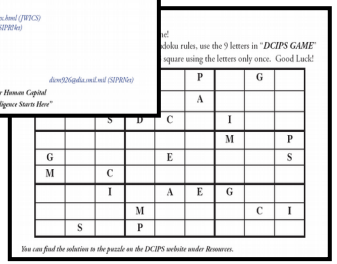
Directorate for Human Capital

1. Communicate!
2. Leadership engagement
3. Integrated project plan
4. Teamwork
5. Honesty & transparency
6. Track & monitor costs
7. Anticipate changes
8. 2nd order impacts
9. Speak in English
10. Communicate!









Department of Defense

National Security Personnel System

NSPS Lessons Learned

Presented by:
Stephanie Olson
Director, Training and Communication

October 24, 2008

Lessons Learned

- Bottom Line Up Front--
  - NSPS experience is similar to other pay-for-performance initiatives
  - Transformational change takes time
  - Leadership commitment and support are key
    - ✓ Continuous monitoring and involvement set the tone
    - ✓ Work the plan, plan the work and expect the unexpected
    - ✓ Calibrate expectations throughout the process
    - ✓ Walk the talk

NSPS Snapshot

- Over 184,500 employees under NSPS
  - Over 100K employees received performance-based payouts in Jan 08
  - Job objectives aligned with mission
  - 974 pay pools and growing
- Projected total to convert by FY 09 - 200,000
- Training continues
  - Over 600,000 training instances completed
- Evaluation continues
  - Making minor system adjustments and training enhancements
  - Continuously assessing - improving the system incrementally
  - Employee and manager feedback – a key source

Manager and Employee Feedback

- Performance
  - Employees struggling with “valued performer” rating
  - Effective job objectives, assessments and evaluations are difficult to write and discuss
- Pay Pools
  - Concern with fairness – perceptions
    - ✓ Employee – pay pool manager not my supervisor; doesn’t know what I do; OR, I have a poor supervisor; lack of trust
    - ✓ Rating official – Pay pool process hard to understand; frustration over limited role, responsibility & authority
  - Concern over consistency
    - ✓ Shared understanding within the pay pool panel
    - ✓ Application & use of evaluative criteria
    - ✓ Timing and release of pay pool results

Manager and Employee Feedback

- On a positive note:
  - Employees agree they have a better understanding of expected performance
  - There is more meaningful differentiation in performance/rewards
  - Communication & dialog is enhanced
  - There is a stronger connection between individual performance and organization’s mission, goals and objectives

Training and Communication

- Vital to a Successful Rollout
  - Training
    - ✓ Critical to your success – but not a panacea
    - ✓ Needs to be supported by other activities
    - ✓ *One and done* -- not the right answer
    - ✓ Give added emphasis to the pay pool process
  - Communication
    - ✓ Make it a priority
      - Early and often
      - Multi-level & multi-media
    - ✓ Give equal focus to the heart and the head

Timely trained – Informed – Engaged – Supported

NSPS Lesson Learned

Ms. LeeAnn Eudaily
NSPS Program Manager

LESSONS LEARNED

- **Communication is Key**
- **Conversion Guidance**
- **One Conversion Date**
- **Training – conversion and sustainment**
- **Cultural Shifts (ratings/promotions)**
- **Leadership commitment (top down)**
- **Commitment of time for supervisory duties**
- **Importance of objectives and accomplishments**
- **Mock pay pools**
- **Conversion out Rules**

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Army Intelligence Community DCIPS

Senior Leader Kickoff

Panel

Questions and Answers

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Closing Remarks

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BACK UP SLIDES

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DoD Component DCIPS Implementation Timelines

	Sept 2008	Oct 2008	Nov 2008	Apr 2009	Oct 2009	Jan 2010	Jan 2011
Perf Mgmt		*DIA, Navy/MC, NGA, NSA, OUSD(I)*		***Army,**** *Air Force*	*DSS*		
Pay Bands	*DIA*	*NGA*	*Navy/MC**	***Army,**** *Air Force* *OUSD(I)*	*DSS* *NSA*		
First Payout						*Army, Air Force, DIA, NGA, NSA, Navy/MC, OUSD(I)*	*DSS*

* conversion July 2009

DCIPS
DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM

DCIPS and NSPS: A Comparison

	DCIPS	NSPS
Authorities	Title 10, Chapter 83, "Civilian Defense Intelligence Employees;" DoD Directive 1400.35, Defense Civilian Intelligence Personnel System (DCIPS); DoD Directive 5143.01, Under Secretary of Defense for Intelligence (USD(I))	Title 5, Part III, Sub-part I, Chapter 99, "Department of Defense National Security Personnel System"
Performance Management		
Rating Cycle	Fiscal Year	Same
Rating Elements	Performance Objectives (WHAT)	Same
	Six Performance Elements (HOW)	Contributing Factors
Rating Scale	Assigns 1-5 for each objective and each element	Assigns 1-5 for each objective, but +/- for contributing factors
Employee Rating	Established by Rater and approved by Reviewer(s)	Established by Pay Pool
Occupational Structure	Component-specific job titles (with cross-walk to OPM job titles/categories) aligned to common work categories/levels	DoD wide job titles aligned to four occupationally-based career groups
Pay Structure	One common pay band structure for all occupations aligned to common work categories/levels	Four occupationally-based career groups with 15 unique pay band structures
Pay Administration		
Pay Pool Process	Annual consideration for base pay and bonuses	Same